

13 December 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Lunch with Andrew Marshall, 13 December 1972

1. The following points were covered during lunch:

a. I briefed Marshall on [ ] proposals for a possible solution to the intelligence study-manning problem, to which Marshall has drawn so much gloomy attention recently. In response to my remarks, Marshall said he thought we had understood the problem about right and that the proposals were certainly worth thinking about. He plans to do just that over the next few days and will let me know. I pointed out that some fairly solid spade and sales work would be required to get this under way and I also thought the Working Group should be advised before any attempt is made to put the three-man package together. Marshall agreed.

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b. Insofar as the current studies are concerned, Marshall felt that NSSM-69 should be wrapped up the next few days, and that the Israel-Egypt cease-fire and the [ ] papers should be finished fairly early in the new year. We agreed that we would shoot for a next Working Group meeting to take place by 15 January.

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c. Marshall said he had just about completed putting together the material stemming from his poll of the NSC Staff on their opinions of the intelligence product. He has no intention of disseminating it in its present raw form, which inevitably includes a lot of names, but invited me to come down and read it for background sometime next week. I will call him and ask when it is ready. Marshall will, however, make an executive summary of this material and send it to me for any use I wish to make of it.

2. I also re-raised with Marshall the proposal that the appropriate Working Group members undertake to get questionnaires filled out on NIE's and SNIE's. Marshall agreed and I said we would get to work on a questionnaire and circulate a proposal and a draft for the consideration of the Working Group.

3. In our general discussion of the problem of intelligence studies, Marshall said he agreed with Ray Cline that we should not envisage keeping up a high production rate on these indefinitely, as it should be possible to derive basic and recurrent lessons from relatively few studies. If what we have currently on the agenda seems to fill the bill, this may of course have a bearing on whether we follow up on the three-man permanent group recommendation. Marshall appeared in general agreement with Cline that the Indo-Pakistan study had already flushed out many or most of the problems which afflict the community in crisis-type situations. Marshall and I agreed, however, that these were not the only types of situations or problems that study groups might address.



Bronson Tweedy  
D/DCI/IC

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